

THE FUTURE IS HERE ONE TEAM

The Operating Model
Validated Solution



THE FUTURE IS HERE

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A TIME FOR CHANGE



Nick Gargan QPM
Chief Constable

... and that time has now arrived.

When I took over as Chief Constable I knew that there was every chance I would see the budget continue to shrink for several years. The Chief Officer team made some small changes in the spring of 2013 but we knew from the outset that a more fundamental change was required to see us through further financial squeezes. And the driver for change wasn't just financial: we knew that we had big new buildings and important new IT systems coming our way in 2014 and we needed to be ready for them.

So I asked Chief Superintendent Sarah Crew to put together a team of highly able people to help us meet the challenge. That challenge was to absorb the change that was coming our way, put us into the kind of shape that would enable us to absorb future savings requirements, and (if at all possible) to actually improve our responsiveness and deal with some of the long-standing gripes and issues some in our community have had about the service we provide.

This booklet describes the process that Sarah's team followed and the things they learned. It describes the solution that is being proposed and the things we hope it will achieve. It explains at a very high level how people will be affected. In describing the process, the team remind us of just how much consultation, listening, sharing of ideas and testing of solutions they have done. The result is something that is already being talked about across policing as a very exciting and promising blueprint for a modern, open, dynamic and responsive police force.

For a while we thought that two thirds of the people in Avon and Somerset Constabulary would be quite seriously affected by these changes (a new role, a new workplace or perhaps a new boss). Now we know the figure to be less – but still over a third of our staff are about to face significant change. My commitment is that we will do everything in our power to listen to your concerns during this time of change, to explain what we are trying to achieve, to listen to alternative ways of achieving it (and work out if they may work better) and to treat staff fairly and with respect: communicating with you in straightforward and simple language.

Please take a little time to read through this booklet. It tells you a lot of information that will help you understand (and, if necessary, explain) the change that is coming. That change will only be a success if we all work together to achieve it. This is going to be a fast-moving and at times exciting year, but it will be a little scary and worrying at times too. I look forward to working through it with you, to build our future.

ONE TEAM

“BETTER FOR THE PUBLIC, SIMPLER FOR OUR PEOPLE, VALUE TO THE ORGANISATION”

The Operating Model Programme has been responsible for reshaping the way we do things: how we organise our people, processes and systems to give the public the best possible service.

Since May, we’ve mapped out the services we provide, from the first point of contact all the way through to how we manage offenders and bring them to justice. We’ve also looked at how we organise ourselves, taking into account the crime, intelligence, custody and case management processes we follow and the systems we use.

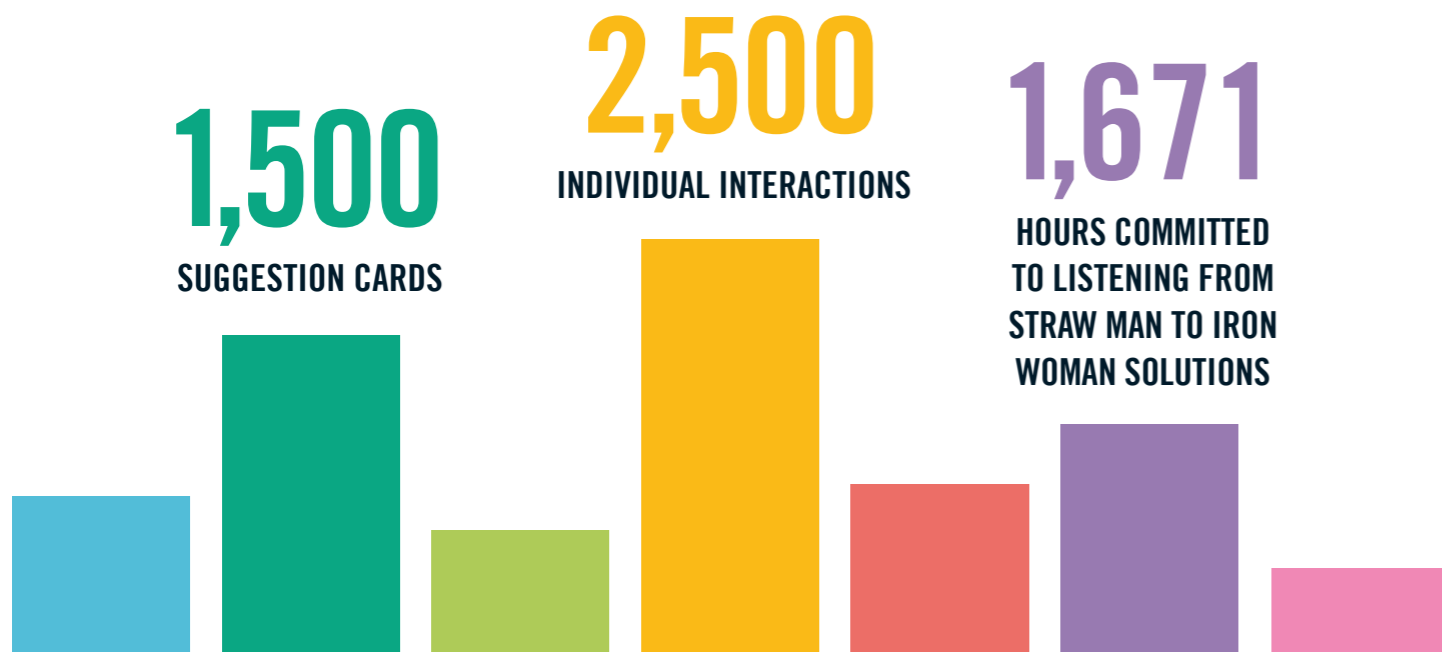
Over the past nine months, we’ve listened to what our staff and the public have to tell us about the way we do things, travelling the length and breadth of the constabulary asking people to help invent what the future looks like, and we’ve shaped our proposals accordingly.

Through Operation Check we identified the demand from the public and our partners and, through Operation Census, where gaps in our resources lie. We’ve built a clear picture of life as we know it – the ‘AS IS’ – and shared our findings and proposals for change through many different forums.

We’ve been convinced that it’s only by identifying the issues jointly and building the solutions together that we can build the best possible Target Operating Model.

Our proposals have been developed based on three principles: better for the public, simpler for our people, and value to the organisation. To test and refine our Operating Model proposals we engaged again with our people to validate and finalise the Target Operating Model solution we’ve developed.

In this booklet you’ll finally read about what that solution looks like and how we’ll reshape the way we work for the better. But our work isn’t finished there. We need the help of every single one of you to achieve it.



THE AS IS

THE WAY WE OPERATE NOW IS MORE COSTLY AND LESS EFFICIENT THAN IT COULD BE

OUR TEAMS AREN'T AS JOINED UP AS THEY COULD BE

SOME OF OUR PROCESSES AND SYSTEMS NEED AN OVERHAUL TO MAKE THEM FIT FOR THE FUTURE

WE DON'T ALWAYS HAVE THE RIGHT PEOPLE IN THE RIGHT PLACE AT THE RIGHT TIME TO MEET THE DEMAND FOR SERVICE AND PUBLIC EXPECTATIONS

THE FUTURE IS COMING FLASHBACK

On 2 August 2013 we carried out Operation Check where, for 24 hours, we recorded every demand we received into the organisation from the public and our partners. The operation, and all the other work we've carried out, specifically told us what the public asked for when they contacted us, how effective our response was, the times and locations of greatest demand, and how the processes we followed impacted our staff and the service we provide.

VITAL STATISTICS

DEMAND • DELIVERY • EXPECTATION

1 CALLS FOR SERVICE

8% OF CALLS WERE RESOLVED AT FIRST POINT OF CONTACT

25% ONLY A QUARTER OF CALLS WERE TO REPORT A CRIME OR INCIDENT

7/10 68% OF MEMBERS OF THE PUBLIC HAD THEIR EXPECTATIONS MET

10% 1 IN 10 CALLS WERE INTERNAL

90% OF EXTERNAL AGENCIES HAD THEIR EXPECTATIONS MET

2 DEMAND ON OUR OFFICERS

24.9% LOGS CREATED RELATED TO ROWDY, NUISANCE BEHAVIOUR

14.7% DEMAND WAS FROM EXTERNAL AGENCIES

3 PROBLEMS AND INEFFICIENCIES

8m TOTAL SAVINGS BY 2014/15

WE MUST INVEST IN GETTING IT RIGHT FIRST TIME

- WASTEFULNESS AND INEFFICIENCY MUST DECREASE
- + MUST INCREASE SERVICE, STANDARDS AND QUALITY LEVELS

OUR HOTSPOTS
TRINITY
ST. PAULS
HARTCLIFFE
FILWOOD
BOURNVILLE

24/7

WE NEED TO BE AVAILABLE AROUND THE CLOCK

WE NEED TO ALIGN OUR FRONTLINE RESOURCES TO BE AVAILABLE AS AND WHEN DEMAND INCREASES

"We're a massive organisation with an awful lot of people behind the scenes and not a lot on the ground."

PROCESS MUST BECOME MORE EFFICIENT

A CONSISTENT LEVEL OF SERVICE IS NEEDED

4 AS IS

24% OF CALLS COULD HAVE BEEN AVOIDED, IF WE'D GOT IT RIGHT FIRST TIME

12.8% JUST OVER 1 IN 10 CALLS TO THE FORCE SERVICE CENTRE ARE TO REPORT CRIMES

47% OF HIGH-IMPACT OFFENDERS ARE CONCENTRATED IN BRISTOL

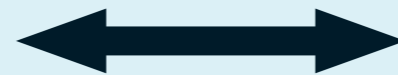
THE FOUNDATION OF OUR OPERATING MODEL

OUR SERVICE PROMISE

The starting point to shaping a new Operating Model has been the creation of our service promise. This sets out what the public tell us matters to them and defines what they can expect from us when they need us. This answers the fundamental purpose of what we're here to deliver.

THE PUBLIC TOLD US WHAT MATTERS

Be there when I need you
 Be visible and accessible to me and my community
 Treat me fairly and with respect
 Tackle the issues that matter most and keep me safe
 Keep me informed and do what you say you are going to do



WHAT THE PUBLIC CAN EXPECT FROM US

We will respond to your requests for service in the right way
 You will have access to Avon & Somerset Police services 24 hours a day, 365 days a year
 We will treat you professionally, with fairness and respect
 We will listen to ensure we tackle issues that matter most to you
 We will endeavour to prevent crime and protect you from criminals
 We will keep you informed and updated

We consulted with the public to find out what they want from us. The key points were then summarised into the five themes outlined above. This echoes ten years of data collected by the Citizen Focus Policing team from public surveys as well as insight from the Office of the Police and Crime Commissioner.

We shared the service promise with officers and staff at the Invent The Future roadshows, the Future Is Coming events and on the intranet. The Office of the Police and Crime Commissioner and the Chief Constable have also shared the service promise with the public and invited feedback and comments. An online public consultation was carried out, which endorsed the statements above.

OUR VISION FOR THE FUTURE

PROCESS



- An excellent universal response to calls for service
- Targeted problem-solving to prevent future demand
- Solutions that are evidence based, have been stress-tested and are able to withstand objective challenge
- Streamlined processes which avoid duplication, waste and operate smoothly end-to-end
- Resources that are coordinated and tasked to meet the needs of the public
- Corporate and consistent ways of operating

PEOPLE



- Senior leaders who work together collaboratively
- Corporate roles and responsibilities that are flexible enough to meet local needs
- People are fully engaged in change, helping to stress-test and shape the solutions
- People are fully committed to achieving the service promise
- Our organisation works hard to manage talent and enables all our people to reach their full potential

SYSTEM



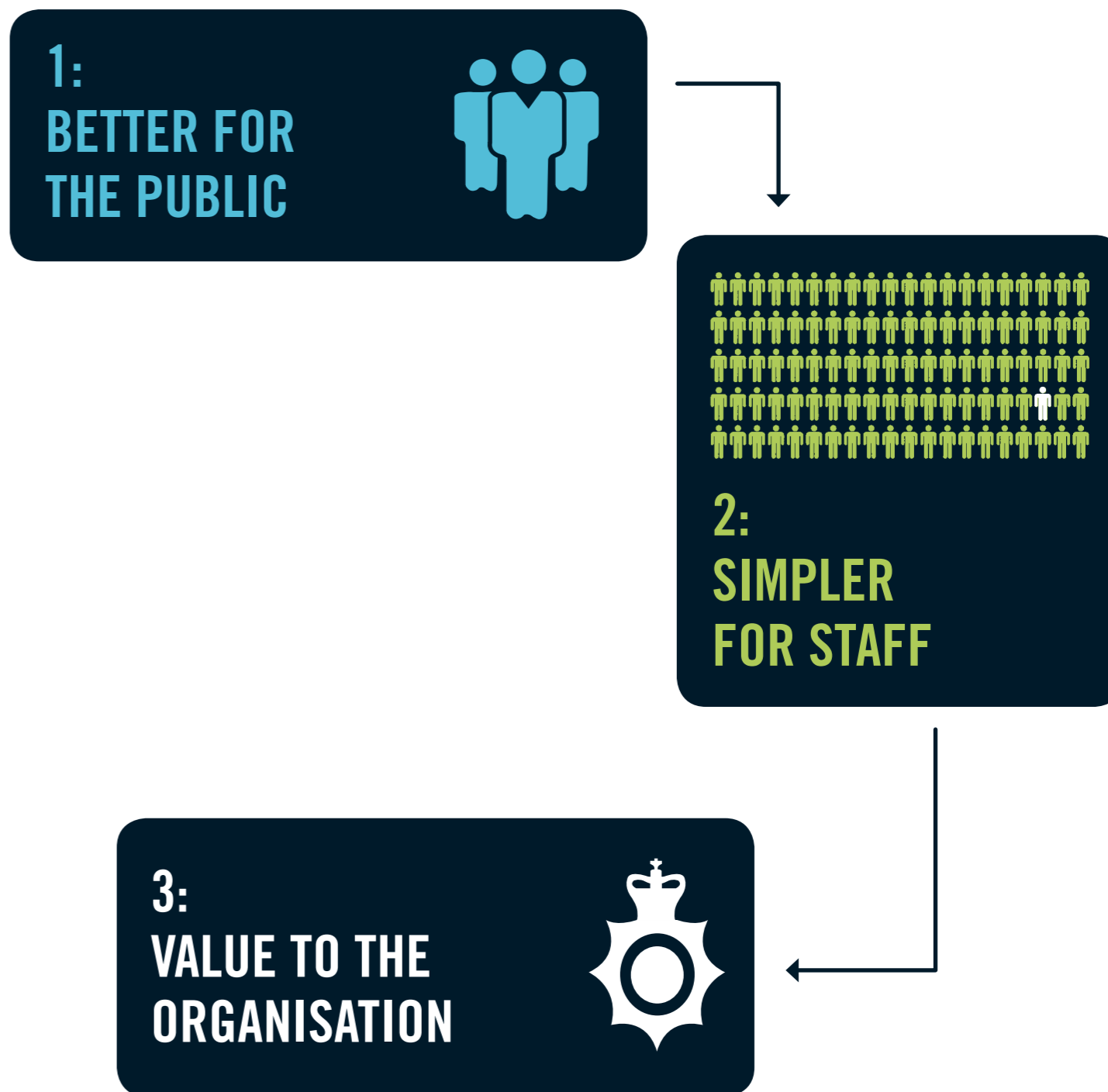
- Systems and tools enable people to work at optimum efficiency
- Our IT and estates set-up supports and enables the way we operate
- Custody and investigation centres are used to maximum efficiency and effectiveness
- Management information enables us to operate efficiently, attain high levels of performance and monitor performance to continuously improve

CULTURE



- A clearly-defined public-led service promise, so the public knows what service to expect and our people know what service to deliver
- Leaders who promote, support and role model collaborative behaviour and our values
- People with the knowledge, skills and attitude to carry out roles to their full potential
- People who take personal responsibility for fulfilling the service promise
- Leaders who are always looking for opportunities to problem-solve and drive continuous improvements

PRINCIPLES



WHAT THE FUTURE LOOKS LIKE

AS IS HOW WE OPERATE NOW



We will have more people, not fewer, on the frontline and our processes will be slicker to give a swifter, more efficient service to the public. We will learn from the good ideas and great work that's going on in parts of the force and make sure everyone benefits.

Local policing teams will work in a smarter way that will be simpler for staff and better for the public. Patrol, neighbourhood, CID and proactive teams will work as one team to catch criminals and disrupt crime.

Neighbourhood managers will be the golden thread that brings everyone, including housing, health, probation and drugs workers, together to tackle crime and criminality, support victims and vulnerable people, and help offenders in moving away from a life of crime.

TO BE HOW WE PROPOSE TO OPERATE IN THE FUTURE



We were tasked with finding £8 million of savings and our Target Operating Model achieves this and stands us in good stead for the future challenges we face. The reduction in head count is less than expected and less than what has been projected in previous cost-saving proposals. The majority of posts we will lose are middle-management police officer roles; this helps us protect the frontline.

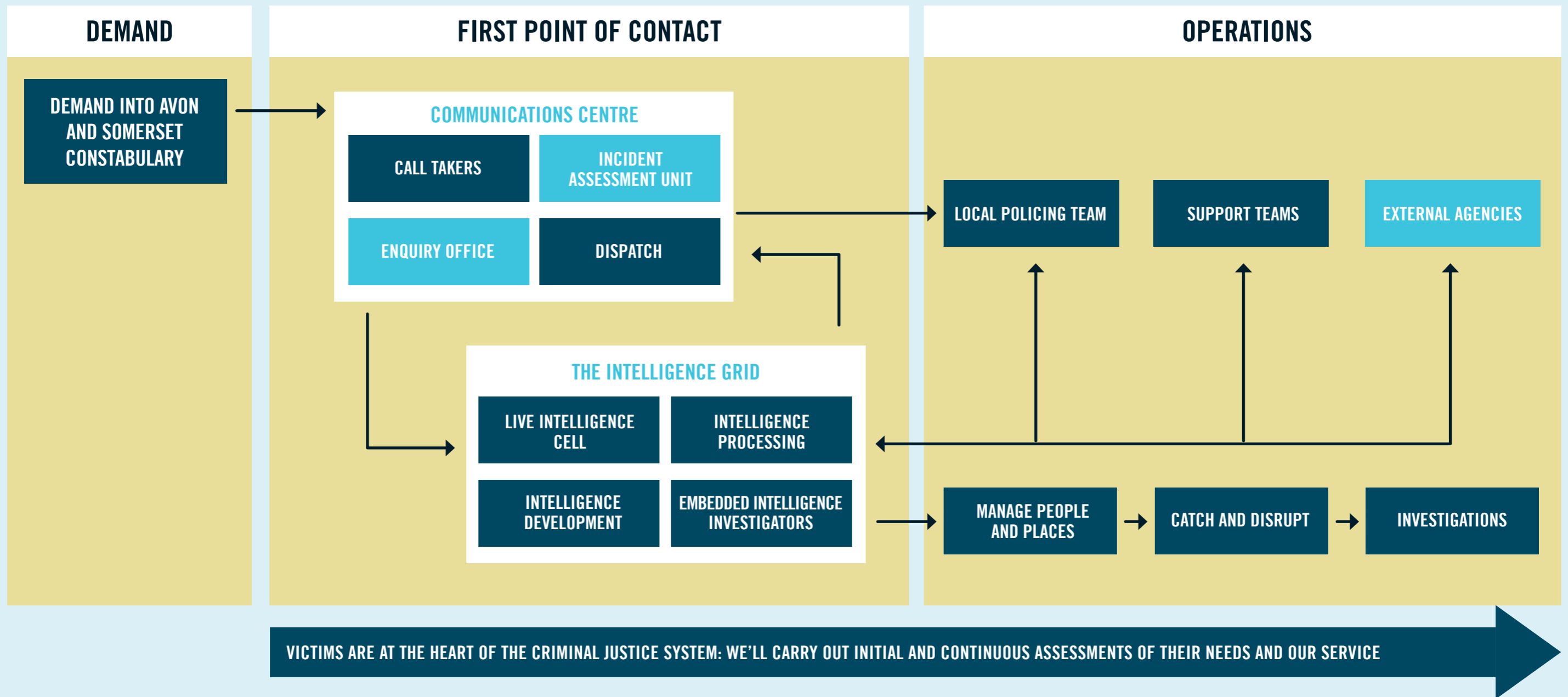
OUR TARGET OPERATING MODEL

ONE END-TO-END PROCESS

TARGET OPERATING MODEL VALIDATED SOLUTION

We are moving our resources, our expertise and our organisational culture closer to the public, closer to the first point of contact and closer to the frontline. Working together, as one team, we'll tackle crime and criminals; support victims and protect the vulnerable; and we will help offenders move away from lives of crime if they truly want to do so.

This high-level end-to-end process map incorporates each of our core services and demonstrates how they will effectively interact and handover to one another. On the following pages, you will read about how our solutions for each service area fit together into our new Operating Model.



SOLUTIONS: COMMUNICATIONS CENTRE

OVERVIEW

We define 'first point of contact' as the critical moment when a member of the public makes contact with us, and our response to their situation.

When a member of the public contacts us through a 999 or 101 call, we'll provide them with the right service, do what we say we will and we'll keep them informed every step of the way.

We need to ensure that the public's first point of contact with the organisation is sufficiently sensitive, flexible and responsive to meet their expectations, matching the pace of the organisation and managing the consequent demand for response in the most efficient and effective way.

Our service promise will help us achieve this. By investing in our people and the technology we use, we'll ensure staff have access to the right information at the right time to resolve situations at the earliest opportunity.

The Force Service Centre and Dispatch will be co-located to create a single Communications Centre.

Our core process will be simplified and call takers will be trained to manage call handling, crime recording and intelligence processing tasks.

Dispatch will task and coordinate operational resources, making sure that the right person responds to the public need at the right time and place. This will be supported by the way we configure our resources across the force area so we can meet demand, including proactive patrols responding to intelligence and deploying across local area boundaries.

The first point of contact is the gateway into the organisation and the 'public face' of the constabulary. In making these changes we'll build confidence within the communities we serve.

COMMENT



Seth Cooke, Call Handler, Force Service Centre, says: "I've been impressed with the professionalism, knowledge, dedication and passion of the Operating Model Programme team and everyone else that's been involved. I've been given the opportunity to have my say, debating good and bad ideas and I feel my recommendations have been listened to. This solution is based on a range of excellent feedback from officers and staff, who collectively have decades of experience, directly serving the public in frontline and support roles."

Inspector Simon Guilfoyle author of 'Intelligent Policing'

"By investing more resources and time in the first activity (often the one that involves the point of contact with the customer or service user), the cost and time invested in the subsequent activities can be reduced. The total end-to-end time that the system requires to complete the work is shorter, and the overall cost is less."

WHAT'S CHANGING?

Call takers will record crime at first point of contact.

The Force Service Centre will be aligned with Dispatch and call takers and dispatchers will co-locate.

Interactive Voice Response system will produce a self-service option for the public for some of our services.

We're replacing the existing call scripting system.

Supervisors at first point of contact will manage call takers and dispatchers.

Operational officers will be issued with mobile devices to make them more accessible to the public – and to reduce the number of calls we receive through 101.

A trial will help us assess and define which crimes will be recorded by call takers.

WHAT'S NOT CHANGING?

Our focus on providing the right service to the public at the right time.

The role of call taker and dispatcher will remain separate.

Screening will continue to be outside of the call taker role.

Our command and control system will remain the same.

BENEFITS



One team

Call takers and dispatchers will be co-located as one team, managed by a Communications Centre Leader.

Better for the public

We'll upskill our staff to increase customer satisfaction.

Simpler for staff

Our staff will have more ownership to resolve problems at first point of contact and a bespoke call scripting system will tailor calls to meet the public's needs.

Value to the organisation

Removing calls for officers and custody will mean call takers will be able to swiftly respond to incident requests and record crime and intelligence.



WHO IS AFFECTED?

- Call Handlers
-
- Dispatchers
-
- Crime Screeners
-
- Intelligence
-
- Victim and Witness Focus Teams
-
- Custody
-
- Police Officers
-
- Shift Managers and Supervisors

SOLUTIONS: INCIDENT ASSESSMENT TEAM

OVERVIEW

We know from all the work we did in understanding the 'AS IS' that the way we record and manage crime is inefficient, involves multiple handover between different roles and varies according to area and department.

So our solution has been designed to simplify the process and improve the experience the person who is making the report has with us.

The multi-step process that currently exists – deciding whether an incident is a crime, classifying what type of crime, making initial 'desktop' enquiries and the decision to file or allocate for investigation – will be reduced down to a single step and a single role – that of the Incident Assessor.

The Incident Assessment Team will have a detailed knowledge of the Home Office Counting Rules, strong investigative skills as well as an excellent way with victims, enabling them to resolve more and more investigations at first contact and reducing the number of handovers to other teams. And where incidents require investigation, they will be sent to the right team with as much information as possible so that the victim does not have to tell their story a second time and we lose no time in tracking the offender.

Call takers and officers who receive a report of a crime will have a critical part to play. By doing a thorough initial investigation, gathering all relevant information, they will help the incident assessors do their role in a way that negates handovers to different people, avoids unnecessary allocation and gives victims the best possible outcome.

Call takers and officers will be able to directly input into the core IT system to record incidents, with mobile technology where relevant, to make the crime management process as timely and efficient as possible.

And since crime happens 24/7 and call takers and officers will be able to record it 24/7, the Incident Assessment Team will operate 24/7 too, working alongside the 24/7 Intelligence Team within the Communications Centre. This will help us make the links between the crimes being recorded, the intelligence being gathered and what is happening on the ground fast, and give us a chance of intervening in the moment.

Incident assessors will also have a role to play in identifying victims who are vulnerable or otherwise at risk of harm. This will help the professionals in the MASH and Victim and Witness Focus Teams put the right support around them as soon as possible.

BENEFITS



One team

Everybody involved in recording and investigating crime will understand their role in the process and help each other get it right first time.

Better for the public

Victims will receive an improved service at first point of contact. At the end of the contact they will have a clear understanding of what action, if any, will be undertaken. Victim vulnerability will be identified and flagged to the appropriate departments.

Simpler for staff

Clear roles and responsibilities will ensure greater clarity and understanding.

Value to the organisation

Reduced handovers and duplication and clear roles and responsibilities will help to ensure compliance with national standards. The processes will be simpler and speedier, freeing up staff to focus on quality rather than administrative tasks.

WHAT'S CHANGING?

The incident assessors will make risk assessments for vulnerability and risk of harm, and assess the victim's needs before referring the crime or incident appropriately.

The Incident Assessment Team will be based at HQ, within first point of contact, and will operate 24/7.

There will be a phased approach to move to a single location, rationalising the roles of the Crime Management Unit, Incident Receivers, crime screeners and crime desks into one centrally based Incident Assessment Team.

A desktop investigation pilot is planned for Spring 2014.

WHAT'S NOT CHANGING?

Investigating officers will take responsibility for victim contact in line with the Victims' Code of Practice.

Call takers and investigating officers will be personally responsible for capturing all the relevant information when a crime is reported and for carrying out high-quality initial investigations.

COMMENT



Jess Painter, Deputy Quality Assurance Crime Manager, says: "The new process will provide quicker front end investigative capability – therefore providing a better quality of service to victims at the first point of contact."



WHO IS AFFECTED?

- Crime Screeners
-
- Crime Desk
-
- Crime Management Unit
-
- Incident Receivers
-
- Call Takers

SOLUTIONS: LOCAL POLICING

OVERVIEW

Local policing and delivery of effective neighbourhood policing is critical to the constabulary.

The local policing solution will see the neighbourhood and patrol teams aligned under a single Local Policing Inspector who will be responsible for the daily delivery of neighbourhood policing as well as patrol. This will ensure we have the right specialists with the right expertise and the local knowledge on the ground when the public need them most.

The new post of Neighbourhood Manager will work with communities, partner organisations and local policing teams to solve problems on a full-time basis.

To make sure this approach works, we're carrying out pilots and pathfinders in the North East, Bristol and Somerset before we make any permanent changes.

The first of these exercises went live in the North East on 6 January 2014 and will last for 20 weeks. We will learn the lessons from this pilot and apply any changes to subsequent pathfinders in both Bristol and Somerset. Once we are confident the local policing model will bring the benefits anticipated, and without any dilution of neighbourhood policing, we will then implement the changes force-wide.

Each area will have a Local Policing Support Team to provide the specialist skills and tactical knowledge needed to tackle local problems. These teams will consist of experts in crime reduction, licensing, youth work, events planning and other disciplines including themes relevant to the area – for example, rural crime in Somerset and community cohesion in Bristol.

WHAT'S CHANGING?

There will be a Local Policing Team pilot/ pathfinder in each area, prior to implementation.

Patrol and neighbourhood teams will be aligned to create Local Policing Teams.

A new post of Neighbourhood Manager will be created.

The role of Local Policing Inspector will reflect the new joined up approach to delivering local police.

Neighbourhood shift patterns will be standardised and aligned more closely to demand.

Criminal justice inspectors will provide Custody PACE cover between 07:00 – 23:00hrs, seven days a week.

There will be Local Policing Support Teams in each area, providing a pool of specialist skills and knowledge to local policing teams and neighbourhood managers.

Patrol team structures and numbers are largely unaffected but there may be some variations in core shift times to increase resources on late shifts and remove the cultural barriers to working across geographic team boundaries.

WHAT'S NOT CHANGING?

We will not reduce the number of beat managers or PCSOs delivering frontline policing.

Beat teams will remain neighbourhood focused and core responsibilities won't change.

Teams delivering day-to-day neighbourhood policing in the community won't change.

Neighbourhood and patrol functions will remain separately resourced.

We will not reduce the number of Neighbourhood Sergeants and core responsibilities remain neighbourhood focused.

Each local policing team will be led by a Local Policing Inspector working shifts in alignment with their teams.

WHO IS AFFECTED?

- Patrol teams
-
- Neighbourhood teams
-
- Inspector ranks
-
- Sergeant ranks

BENEFITS



- One team**
Neighbourhood and patrol teams will share briefings and taskings, bringing them closer together.
--
- Better for the public**
We'll reduce duplication and more issues will be resolved at first point of contact.
--
- Simpler for staff**
Local policing inspectors will be sighted on all available resources.
--
- Value to the organisation**
We'll align the right people in the right place at the right time, ultimately reducing demand through effective problem-solving.
--
- Local policing and delivery of effective neighbourhood policing is critical to the constabulary. We're carrying out pilots and pathfinders in every area before we make any permanent changes.

COMMENT



Inspector **Kevin Thatcher** says: "We are in the early stages of the North East pilot. However, this has already seen an increase in the number of staff available at peak times of demand, less delayed logs and good feedback from our neighbourhood teams on how good it is to be part of a team working with common goals."



SOLUTIONS: THE INTELLIGENCE GRID

OVERVIEW

We recognise that intelligence is a crucial golden thread that runs throughout our organisation.

The Intelligence Grid will have its hub, the Intelligence Centre, at HQ to provide resilience, standardisation and to reduce duplication. But the importance of local intelligence isn't lost, with intelligence gatherers embedded in neighbourhood policing areas and with the 'Manage' and MASH teams, in the Catch and Disrupt teams and the Investigation teams.

We are a 24/7 service so we need to be able to respond to intelligence 24/7. This way, we have the best chance of catching criminals, protecting the vulnerable and making our communities safe. The Intelligence Grid will not only review and assess intelligence 24/7, it will also include a Live Intelligence Cell in Command and Control so that we can respond around the clock too. Today's Business Today will be just that.

Through the new Intelligence Grid model we will:

- Gather information to build our understanding of criminals so we can get ahead of the game and tackle crime before it happens
- Identify the most vulnerable people to protect them as much as we can
- Break down organised crime groups that try to profit from illegal activity
- Identify criminal activity and its impact on our communities so we're able to prioritise and task resources to be in the right place at the right time
- Support the needs of our officers and staff by processing and responding to intelligence 24/7.

WHAT'S CHANGING?

Intelligence will be governed by a single department to ensure consistency of standards.

Intelligence reports will be processed by a single 24/7 team who will share expertise and provide resilience.

High-risk intelligence will be fast-tracked to the Live Intelligence Cell for immediate development and tasking.

Single location for intelligence processing, tasking and development.

Local delivery enabled by staff embedded in local teams.

Predictive Analytics will help us identify potential offenders and victims at an earlier stage.

The Source Handling Team will remain centrally managed and will operate from north and south hubs. It will now form part of the Investigations Policy, Standards and Support department.

WHAT'S NOT CHANGING?

Intelligence continues to be the valuable insight that drives our business to be the best it can be.



WHO IS AFFECTED?

- The Intelligence Directorate
-
- Area intelligence staff
-
- Staff working in intelligence roles across the force

BENEFITS



One team
Our strategic intelligence requirements will be consistently understood by everyone and the quality of our intelligence will improve.

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Better for the public
We'll capture, process and share intelligence faster.

--

Simpler for staff
We'll direct our intelligence to focus on key problems. The new tasking processes will be less bureaucratic and more transparent. Intelligence will focus on key problems and intelligence staff will be more visible to operational teams.

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Value for the organisation
The Intelligence Grid will balance central ownership and delivery with the value of locally embedded intelligence staff working on the ground at the first point of contact.

COMMENT



Detective Inspector **Neil Byrne**, Intelligence Directorate, said: "Every member of the constabulary has had the opportunity to voice their ideas, concerns and fears. This solution will ensure that the intelligence function can continue to move at pace, is sustainable for the future and will be reviewed on an ongoing basis, especially when it comes to skills, IT and working hours. Furthermore, this has given us the chance to reassess our delivery options for telecommunication and cyber data."



SOLUTIONS: MANAGING PEOPLE

OVERVIEW

Protecting the vulnerable is everybody's business. We need to become smarter and more joined up in the way we protect these people and manage the offenders who commit crimes against them. In doing so, we'll make our communities safer and reduce further demand on our services and those of our partners.

Two new 'Manage' hubs will help us to do that. They have been designed to build on the established success of our IMPACT Integrated Offender Management Programme in Bristol and the emerging success of IRiS, which works with partners to look after some of the most serious and prolific offenders.

We will work closely with our partners to evolve our existing Safeguarding Coordination Units (SCUs) into Multi-Agency Safeguarding Hubs (MASH). We see them working much more closely with IMPACT and IRiS to recognise the links between our high-risk and persistent offenders and vulnerable people.

By bringing these teams together, we can also establish a clearer, more comprehensive picture of links between offenders and victims allowing us to focus more proactively on emerging risk and vulnerability. We believe that this is where some of our most Troubled Families are to be found. This approach also offers a golden opportunity to start working with them in a joined-up way and as soon as possible. The embedded intelligence staff within the 'Manage' hubs will ensure this happens.

We want to make the most of our opportunities to intervene early, before someone needs the specialist support of IMPACT, IRiS or MASH. Using new methods, including Predictive Analytics, the Intelligence Grid will identify our 'emerging subjects' earlier so that neighbourhood managers can devise the right plan to support individuals and divert them off the path of criminality and/or vulnerability and start them on the right pathway.

Our relationships with our partners will be critical to the success of this solution.

BENEFITS



One team

There will be greater joint working between the constabulary and its key partners; the new role of Neighbourhood Manager will be pivotal to this.

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Better for the public

Our approach to offender management (IMPACT, IRiS, MASH) will be consistent and robust.

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Simpler for staff

If you have concerns about an offender, you can go straight to one team. Information sharing will be improved and intelligence gathering and researching capabilities will be enhanced. Local policing teams will play a pivotal and ongoing role in the management of people and places. Joint working between the constabulary and our key partners will increase in scope and importance, leading to better management of risky and dangerous people in our communities.

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Value to the organisation

Demands for our service originating from persistent and dangerous offenders will be reduced. There will be fewer victims, fewer repeat victims and vulnerable people will not require our services as often or as much because they will be safer from those who prey upon them.

WHAT'S CHANGING?

Our focus will be on people first and the crime type second.

The IMPACT cohort will be centrally managed from 'Manage' hubs in Bristol and Somerset, with local support where necessary.

IRiS will be rolled out across the force and IRiS and the Dangerous Offender Intervention Team will become one team. We'll take a multi-agency approach continuing the best practice established in Bristol.

High-risk young offenders will be managed by IMPACT officers embedded in the Youth Offending Team and young people involved in street crime will be managed by IRiS.

Pathway Coordinators will be integral to our 'Manage' approach, as will a close connectivity with the Victim and Witness Focus Team.

Proactive intelligence staff and a researcher/analyst will be embedded in the hubs to get ahead of the curve and identify those people that present the most risk and harm to our communities.

The role of neighbourhood managers and local policing teams will be critical to the effective management of offenders and safeguarding vulnerable people found in every local community.

WHAT'S NOT CHANGING?

The IMPACT function will remain the same.

The focus on multi-agency working is as strong as ever.

We will continue to recognise IMPACT and IRiS as best practice.

COMMENT



Inspector **Kerry Paterson** (IRiS) says: "The solution will lead to enhanced data sharing, and co-locating with our partner agencies gives us an opportunity to get it right for the most vulnerable people in our communities"



WHO IS AFFECTED?

IMPACT

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IRiS

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Safeguarding Coordination Units

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Dangerous Offender Intervention Team

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Colleagues within Youth Offending Teams

SOLUTIONS: MANAGING PLACES

OVERVIEW

To move to a new way of working we have had to understand how we do things now and why our approach has historically been managed by crime type. New research identified several persistently high-demand and community hotspot areas across our force. We need to find new and innovative ways of tackling these, and learn from best practice where it already exists.

The Intelligence Grid will systematically scan and identify these strategic, high-demand locations, and Area Commanders will be personally responsible for ensuring these areas are tackled. Neighbourhood managers will work with partner agencies and the local policing team and, with advice and best practice support from a new centrally based Local Policing Problem-Solving Team, they will draw together joint plans to tackle crime and reduce demand in these areas.

The Intelligence Grid will also identify local hotspots. These will similarly be the focus of neighbourhood managers, who will help to forge strong links between local policing teams and partners to proactively manage and resolve these local hotspot areas, drawing on expert advice from the central problem-solving team when they need it.

WHAT'S CHANGING?

Strategic problem locations will be identified by the Intelligence Grid and owned by Area Commanders; local hotspots will be owned by neighbourhood managers.

The new neighbourhood managers will be responsible for managing strategic locations and local hotspots and forging effective working problem-solving relationships with partners.

The Problem-Solving and Local Policing Team will be responsible for producing expert off the shelf Problem-Solving Toolkits that are accessible to all staff.

A new Local Policing Problem-Solving Team will give expert advice on the most appropriate problem-solving tactics to use and will form part of the initial start-up team, seconded to the area, in order to guide the team.

WHAT'S NOT CHANGING?

Local policing is pivotal to the immediate and ongoing problem-solving of our force's high-demand areas.

Timely assessment and dissemination of relevant intelligence is key to identifying and understanding our problem locations.

WHO IS AFFECTED?

The intelligence directorate
 --
 Area intelligence staff
 --
 Some staff working in an intelligence role in a different unit

BENEFITS

One team
 By working as One Team and tasking the right people at the right time to our strategic locations and local hotspots, we will manage down demand. This will release resources to other parts of the business, reduce risk and increase public confidence and reassurance.

Better for the public
 Multi-agency demand for strategic locations will reduce, leading to better public satisfaction, community engagement and, in the long term, resources can be reallocate according to business need.

Simpler for staff
 Multi-agency best practice will be identified, captured and fed back into our corporate knowledge, meaning that we maximise and share our successes and learn the lessons from our mistakes.

Value to the organisation
 Tackling our high-demand locations and persistent hotspots will, over time, reduce the demand in to the force. This means resources can be redirected to frontline and proactive parts of our business



COMMENT



Stuart Bell, Taunton, says "The Halcon estate in Taunton has long been identified as a high-demand location with a high density of offenders and victims. The Halcon 'One Team' is an innovate approach. It is a truly multi-function, multi-agency team with a dedicated manager, coordinating the activities of all agencies working on the estate. This reduces duplication and ensures that the right agency intervenes. The amount of change and transformation on the estate has been incredible and under the new Operating Model this expertise and best practice will be replicated across all our high-demand areas to help transform them for the local communities."



SOLUTIONS: CATCH AND DISRUPT

OVERVIEW

Catch and Disrupt will bring together all of our proactive capability into one team tasked directly from the Intelligence Grid. The team will provide a flexible and dynamic resource able to operate overtly and covertly wherever it is needed. Resources will be visible (except when they are covert, of course!) and accountable and ready to respond to calls for service as well as intelligence tasks.

We will retain a surveillance and specialist tactics capability at HQ, for force-level incidents and operations. The central team will be bolstered by a small investigative resource to manage sensitive disclosure issues and provide a case officer capacity if required.

The rest of the team will work from two bases: north and south. Each local team will include a surveillance team and a uniform proactive team, working to the model pioneered by Bristol's District Focus Team. Support Group officers will join the local teams, bringing specialist skills and tactics and increasing capability, although retaining their current responsibilities.

There will be a corporate 'no borders' approach with equal access to Catch and Disrupt tactics for the whole force. Central leadership will ensure surveillance capability is consistent across the force, tactics are protected, and oversight of asset deployment is easily audited to ensure a consistent standard.

Team members will take personal responsibility for managing and disrupting the people in the places that cause the most harm. Catch and Disrupt officers will be developed so they are multi-skilled and able to be deployed to a variety of tasks.

The teams will be responsible for arresting individuals and groups of offenders, bail and licence condition enforcement, control visits and 'crackdown' activities. They will deliver foot and mobile surveillance operations and have capacity to offer 16 hour coverage every day.

Catch and Disrupt will also include the Mounted Section and an operational planning, support and policy function.

BENEFITS



One team

Joining up teams with proactive surveillance areas across our organisation.

--

Better for the public

Very focused towards managing the people and places that cause us the most harm and our focus will be wide, ranging from organised criminal groups to the offenders of antisocial behaviour.

--

Simpler for staff

Bringing the right people, in the right place, at the right time together who are multi-skilled and flexible.

--

Value to the organisation

Ultimately reducing demand through effective problem-solving and targeting the people who cause the most crime and present the most risk to our communities.

WHAT'S CHANGING?

There will be two surveillance teams and two overt uniform proactive teams for local level criminality, targeting the offenders that cause us the most harm, based in the north and south of the force. The surveillance 'hubs' will have the capability to deploy assets and conduct mobile observations and will have interoperability with the force surveillance team. There will be a Catch and Disrupt capability seven days a week, 16 hours a day.

Co-located with the area surveillance teams, technical surveillance officers will assist in the foreseen increased deployment of static observation points and other technical surveillance equipment. This will decrease the need for entire teams to deploy, maximising the use of our available skilled resources.

Support Groups will come under Catch and Disrupt leadership, located and deployed alongside the overt Catch teams, to be tasked in line with the Intelligence Grid priorities, and their specialist skills.

RIPA Managers will oversee, submit and manage all local surveillance teams for all relevant surveillance requirements.

Deployments for all staff in Catch and Disrupt will be tasked by the Intelligence Grid according to threat, harm or priority.

Operational planning, policy and support functions will come into one centrally managed department within Catch and Disrupt.

WHAT'S NOT CHANGING?

The force will retain a mobile surveillance capability, centrally based, for force-level incidents and operations, protecting their specialist covert tactics.

The force will retain a Technical Surveillance Unit, centrally based, with skilled technical surveillance officers.

Mounted Section.

COMMENT



Inspector **Steve Appleton**, Bristol District Focus Team, says: "The Validated Solution takes into account evidence of the success in reducing crime through catching and disrupting cohorts of offenders or priority areas that cause the most harm and demand. I am excited to see the dedicated deployment of resources to overt and covert tactics to achieve this. We know locking up offenders and integrated management of these individuals is effective so building on this is very positive for the communities of Avon & Somerset."



WHO IS AFFECTED?

Serious Crime Group Operations

--

Technical Surveillance Unit and practitioners

--

District Focus/Targeting Teams or other proactive teams

--

Surveillance practitioners

--

Support groups

--

Operational planning, policy and support teams

--

Mounted Section

--

Specialist Tactics Unit and Specialist Operations Team

SOLUTIONS: MANAGING INVESTIGATIONS – CID

OVERVIEW

The way we manage investigations is changing. Who investigates a case will no longer be decided on the basis of crime type alone. The primary consideration will be the character of the victim and/or the offender. We want our most-skilled investigators on the case of our most persistent high-risk offenders and working on behalf of our most vulnerable victims.

We'll have three co-located teams in each area that will be centrally managed but locally based. Each team will have a clear purpose and their names have been chosen to signify very simply what they've been set up to do.

The **Solve** Team will focus on high-risk and complex investigations, covering both reactive crime in action and proactive investigations. Solve Investigators will rotate between proactive investigations and daily business to build skill, knowledge and experience in dealing with serious and complex incidents and specialist tactics. Financial Investigators will be embedded in each Solve Team and the Economic Crime Team will provide a Fraud Champion for each area.

The **Protect** Team will manage incidents involving high-risk offenders or vulnerable victims. They will also investigate offences requiring a public protection specialism – for example, child abuse, domestic abuse or rape. We will assess each case on its individual characteristics and we will ensure that the right specialisms are brought in to achieve the best outcome and the highest quality of service.

The central hallmark of the Bluestone approach, where investigations consider the victim before any decision is taken, where the investigation doesn't look to doubt the victim's account but look for ways to understand it, and that sees the victim's wishes as more important than any criminal justice outcome, will characterise our approach to all the victims we encounter.

The **Convict** Team will focus on IMPACT offenders irrespective of the offence they are suspected of and the types of offences carried out by these kinds of individuals – for example, burglary.

Detainee Investigation Teams (DITs) will be centrally managed and based at each Custody and Investigation Centre. They will handle detainees that aren't being investigated by Solve, Protect or Convict or other specialist teams. Some crimes requiring further investigation will be allocated to the local policing teams, but at the point of arrest these will generally be taken over by the DITs.

An Investigative Support Team of pooled resources and police staff investigators will support the Solve, Protect and Convict teams and DIT by taking statements and seizing evidence.

An investigations, policy, standards and support department will ensure that we're always compliant with new legislation, procedural guidance and good practice.

BENEFITS



One team

Collectively, the teams will play crucial roles in working together to bring offenders to justice.

--

Better for the public

We'll ensure the victim is at the heart of every investigation we undertake and the right investigator with the right skill set is identified to lead the case.

--

Simpler for staff

We'll bring the right people together in the right place at the right time and build their skills across a wide range of roles and specialisms to help them be as effective as possible in tackling crime right across the spectrum.

--

Value to the organisation

We'll reduce hand offs and work arounds with better resilience for the organisation.

WHAT'S CHANGING?

Each area will have a Solve, Protect and Convict team, co-located, providing 24/7 cover.

Solve, Protect, Convict and DIT teams will be centrally owned but locally based.

Serious & Organised Crime Group Investigators will be embedded into Solve teams.

Investigative support team will provide a force-wide response to support investigators in obtaining statements and seizing evidence.

Focus will change from being remit based to being offender/victim focused.

Bluestone ethos will be embedded within the Protect teams where rape and serious sexual offences will be investigated.

The Sexual Assault Investigation Team (SAIT) will be devolved and officers within Protect will be responsible for victim care and gathering evidence.

We are developing a force-wide approach for the capture, review and storage of visual and digital devices so that every team has access to the service that Bristol's Visual Investigations Unit does.

WHAT'S NOT CHANGING?

Specialist investigators will retain their specialist skills and utilise them as they do now.

Serious and organised criminality will still be managed and investigated using the right staff with the right skill set.

Regional collaborations (MCIT, CTIU, Special Branch, Zephyr, etc.) are unchanged and will continue to give the service they currently provide.

Core responsibilities won't change.

The Review team and the Covert Authorities Bureau will remain centrally managed and located, also part of the Investigations Policy, Standards and Support department.

Case Progression and Prosecution, Central Ticket Office and Collisions remain unchanged.

Scientific Investigations remains unchanged by the Operating Model, though some change is likely to take place in the future as a result of a regional collaboration that is in the planning.

COMMENT



Detective Inspector **Caroline Stainer** says: "We live in a far different world than we did ten years ago. Crime types, technology, public expectation and partnerships have drastically changed. The Operating Model Programme has reviewed what we do and found ways to make things better. These proposals will ensure we're more focused on protecting the vulnerable, managing offenders and using all the resources of the force effectively. It feels far more like one team working together for a common purpose."

WHO IS AFFECTED?

- District and HQ CID departments
-
- Priority Crime Teams
-
- SAIT Officers

SOLUTIONS: INTEGRATED VICTIM CARE

OVERVIEW

We want every person who becomes a victim of crime or antisocial behaviour to benefit from the best possible service we can provide, according to their needs.

We will work together with our partners on an ambitious programme to provide a more coordinated service to victims from first point of contact all the way through the criminal justice system.

Victims will receive a comprehensive needs assessment and the level of service we provide will be defined by the victims' needs, not by the crime type, offender or geography.

New multi-agency Victim and Witness Focus teams will be responsible for ensuring that the needs of victims are met – particularly victims of serious crime, and those who are vulnerable, intimidated or persistently targeted.

Cases will be allocated by last name so victims will have the same advisor every time they come into contact with the police. We'll provide victims with access to emotional support and a range of associated specialist services that match their needs, through close partnerships with voluntary and community sector support organisations.

Our delivery of restorative approaches will be more victim-focused, ensuring more victims have access – to help them cope and recover from the effects of crime.

Our aim is to provide victims and witnesses with high-quality information and advice at every stage in their journey through the criminal justice system.

BENEFITS



One team

The victim will benefit from a stronger 'One Team' ethos between the Victim and Witness Focus Team, officer in the case and partners.

--

Better for the public

All victims are provided with high-quality information and advice at each relevant stage of the journey, and a consistent level of service regardless of where they live. Victims with the greatest need will receive an appropriate service defined by a needs assessment with access to emotional support and a designated point of contact from the Victim and Witness Focus Team.

--

Simpler for staff

Roles, responsibilities and ownership are clearly defined throughout the process.

--

Value to the organisation

Reduced handovers and duplication and clear roles and responsibilities will help to ensure compliance with the Victims' Code of Practice and that victims are supported through to a successful outcome at court.

WHAT'S CHANGING?

We will gauge the right focus and nature of support for victims based on a detailed needs assessment and not by crime type, location or offender.

Victim needs and the history of our contact with them will be recorded in one place, reducing the amount of crossover and duplication between different systems.

We will be available when the victim needs us, including evenings and weekends.

There will be fewer handovers and greater ownership over the end-to-end victim journey so the victims experience a more cohesive and seamless service.

Victims will be allocated by their last name to ensure they have the same contact with the Victim and Witness Focus Team, each time they report to the police.

The Victim and Witness Focus Team will work in close partnership with the Multi-Agency Safeguarding Hub (MASH) to ensure that vulnerable people are identified early and safeguarding is prioritised.

Restorative approaches will be made available to more victims, with clearer referral and delivery mechanisms.

WHAT'S NOT CHANGING?

The officer in the case will continue to be responsible for regular and timely investigative updates to victims in line with the Victims' Code of Practice. The Victim and Witness Focus Team will coordinate the other areas of support with the MASH and partners, and help to ensure overall continuity of service to the victim.

We continue to be committed to working with voluntary and community sector partners who provide specialist services to victims.

When it comes to victims, our values are paramount: Public First, Quality Counts; Professional, Friendly and Interested; and Today's Business Today – for every victim.

COMMENT



Sally Fox, Force Service Centre Supervisor, says: "This new process is going to allow staff the opportunity to really get to know victims and provide them with an individual holistic support throughout the criminal justice process."

Amy Winton, MARAC Support Officer, says: "The solution that has been developed allows for much needed improvement of victim care and customer focus. The exciting developments allow for more effective protection of vulnerable people; encouraging the trust and engagement of those who come into contact with the police."



WHO IS AFFECTED?

- Victim Advocacy
-
- Victim and Witness Liaison
-
- Safeguarding
-
- Hate Crime Officers

OUR OPERATING MODEL ON THE GROUND

SOMERSET

Local Policing Teams

Local Policing Support Team Including:

- Custody Teams
- Detainee Investigation Teams
- Catch And Disrupt Hub
- Manage Teams (IMPACT, IRiS, MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Prosecutions Team
- Trials Team
- Collision Team
- Speed Enforcement
- Identification Team
- Source Handling Team
- Crime Scene Investigations

NORTH EAST

Local Policing Teams

Local Policing Support Team Including:

- Custody Teams
- Detainee Investigation Teams
- Manage Teams (MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Identification Team
- Crime Scene Investigations

BRISTOL

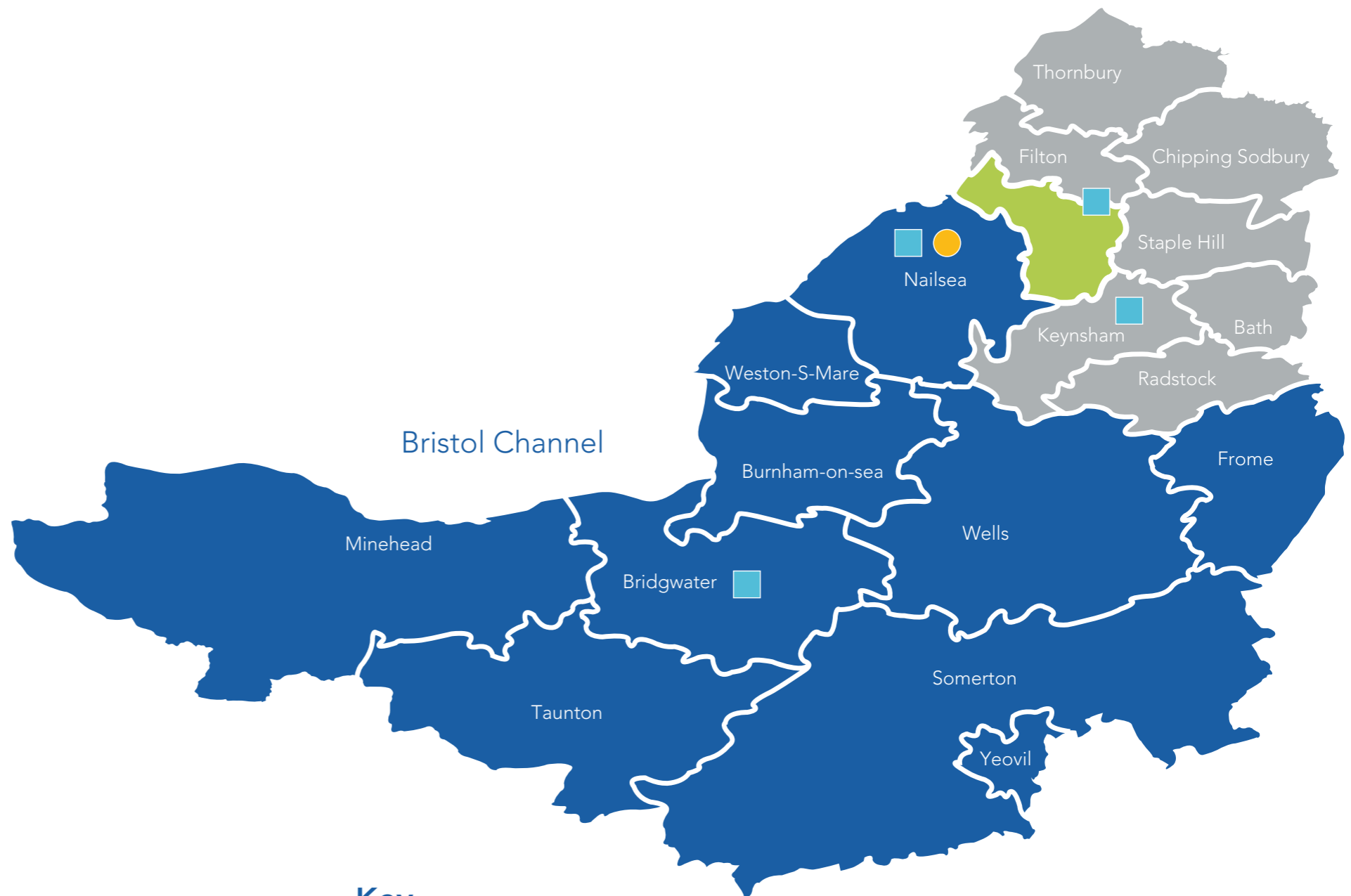
Local Policing Teams

Local Policing Support Team Including:

- Catch And Disrupt Hub
- Manage Teams (IMPACT, IRiS, MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Source Handling Team
- Crime Scene Investigations
- Prosecutions Team
- Trials Team
- Collision Team
- Speed Enforcement
- Central Ticket Office
- Firearms Licensing
- Tape Summary Bureau

HQ

- Intelligence Grid
- Communications Centre
- Incident Assessment Team
- Scientific Investigation
- Catch And Disrupt Hub
- Local Policing Problem Solving Team
- Protective Services Policy And Support
- Professional Standards
- Corporate Information Management
- Strategic Service Improvement
- Executive Services
- Corporate Services



Key

Policing areas:	
●	Bristol
●	South Gloucestershire, Bath and North East Somerset
●	Somerset
■	PFI buildings
●	HQ

The opening of the three new PFI buildings this year will have a big impact on the shape of our estate. The Operating Model and estates teams are working closely together to make sure we make best use of our new buildings and get best value out of our existing ones. We will continue to work with local councils to explore more opportunities for co-location and joint working.

OUR OPERATING MODEL STRUCTURE

The Target Operating Model will require a new kind of collaborative leadership among senior leaders. Area Commanders will be responsible for, and direct, local policing within their areas. They will be able to call upon locally based specialists for support and leaders of these services will be represented on the Senior Leadership Teams. However, some of these teams will also report into other Chief Officer Group portfolios. This will support a more corporate approach to service delivery.



WHAT HAPPENS NEXT?

In building our future way of operating, we've listened to the public and we've learned the lessons of what works well and what doesn't. But most of all, we've listened closely to you who are often best placed to tell us how we might do things differently and better.

There are a lot of changes on these pages and we understand that collectively they may seem daunting but they shouldn't present very many surprises. We hope you've been able to see that we have genuinely listened – and heard your comments – and we hope they not only meet with your approval but excite you too.

The changes we're proposing are innovative and bold but they are also evidence based and, where it's appropriate, we'll trial and evaluate solutions with the help of officers and staff, the public and our partner organisations too.

The new Operating Model will free up our people to reach their potential and equip them in the best way possible to do a great job. The model will also help us achieve the savings we need to make now and put us in a good shape to achieve those we need to find in the future. It will sustain changing demands, new types and trends of criminality and breakthrough technologies, and provide us with the best possible means of overcoming the challenges we face ahead.

The model paves the way to extend excellent initiatives like Operation Bluestone, IRiS and IMPACT so all our communities benefit, and we'll invest in the areas of our business that, at their core, have the vulnerable people who need us most.

The Operating Model team is working through the details of a phased roll-out. This will involve planning and implementing a formal consultation process with individuals, UNISON and the Police Federation for staff whose terms and conditions are potentially affected by the proposed changes, including the opportunity for individual consultation meetings.

We're not yet at a stage where we can provide details about role changes, location moves or shift changes but we can provide high-level proposed timelines for the following solutions, subject to formal consultation.

Local policing solution – the pilot in the North East area went live early in January 2014 and will last for 20 weeks. We plan to take the learnings from the pilot and roll out pathfinders in Bristol and Somerset in May 2014.

Catch and Disrupt, Investigations and People and Places solutions – these are planned to go live in July so we can align the changes to the new custody solution.

It will be at the formal consultation stage that the details in relation to individuals will be available.

Other solutions, such as the **Communications Centre** and the **Intelligence Grid** will follow later in the year.

We're working as swiftly as we can and we'll keep you updated, every step of the way.

LET'S KEEP TALKING

Your views and ideas are just as important to us now as they have been since we started on this journey in May 2013. Please don't stop sharing your thoughts with us.



**EMAIL, CALL OR VISIT US IF YOU HAVE BURNING ISSUES,
QUERIES OR IDEAS TO SHARE.**

WE WANT TO HEAR FROM YOU.

Email: [#Operating Model](#)

Call: 66092

Visit: [Operating Model Hub](#), ground floor of the Ops building, HQ